

CONFIDENTIAL

*Committee 14*

Approved For Release 2004/05/12 : CIA-RDP80M01082A000200010018-4 *HE*

DCI/IC 74-1121

9 May 1974

MEMORANDUM FOR: General Graham, D/DCI/IC

THROUGH : [ ] PD/DCI/IC

SUBJECT : CIA Participation in IHC Work Program

1. CIA is the only agency that has not yet designated a principal and alternate representatives to IHC. IHC work is stalled. Our credibility is at risk.

2. I submit the time has come to treat this problem through formal command channels. Informal approaches by [ ] and myself have resulted in a turn-down by Ed Procter, a "maybe" from [ ] and a rejection of our original candidate [ ] [ ]

3. When you raise this issue, CIA Deputies are likely to respond: "What is IHC going to do and why should I be concerned?"

a. To answer that question, attached staff study proposes an IHC work program. It is heavily oriented to improving the production and use of intelligence. It puts ADP and telecommunications in support roles for producers.

b. You are requested to approve this work program now in principle only -- in order to demonstrate its general scope and focus. This program follows the 8 May 74 draft of DCI Objectives and Milestones that D/DCI/IC has sent forward to Mr. Colby. I will make adjustments later, if necessary, to conform to the final draft of DCI Objectives, and resubmit for your specific approval.

4. My views on where CIA representation in IHC could come from are at paragraph 4, page 6 of attached.

5. Please note that I am now referring only to CIA participation in the Committee. I am not now talking about the necessity to augment IHC Support Staff from CIA. That is a separate issue we must face later when the work program is officially approved.

6. If CIA participation effectively cannot be obtained, we should notify USIB that IHC is being disbanded.

Att.

[ ]  
Acting Chairman  
USIB/IHC

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Distribution:

Original - Gen. Graham &   
1 -   
1 - IC Registry ✓  
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Attachment to  
DCI/IC 74-1121

9 May 1974

SUBJECT: CIA Participation in IHC Work Program

A. PROBLEM

CIA is the only organization that has not yet designated representatives and working level people to participate in the IHC. The IHC cannot function without continuing CIA participation in approved community projects. Continued delay by CIA threatens the DCI's credibility.

B. FACTS BEARING ON THE PROBLEM

1. The DCI addressed IHC members on 24 April 74 supporting the committee's reactivation. His remarks are at Attachment 1.

2. [REDACTED] SA/DCI, following up on Mr. Colby's comments, identified his assignment from the DCI to investigate new ways of presenting intelligence information within the community and his need for IHC support. His remarks are at Attachment 1.

4. The statement of DCI Objectives (draft of 8 May 74) includes a specific Objective and Milestones on information handling and presentation. The Objective is:

"To improve techniques for information handling and presentation, and develop new approaches to the analysis of intelligence data in the Community, through the application of advances in information science and man-machine relationships. (This is seen as a continuing long term effort.)"

5. D/DCI/IC proposed guidelines by memorandum to the DCI of 5 April 74 (DCI/IC 74-0987) entitled "Coping with the Information Handling Problem." These include use of IHC as a community focal point for knowledge on information systems, compatibility of software between systems, encouraging increased use of central files, and promotion of investigations of new information science methods and techniques.

6. IHC Proposed Work Program. Based on the foregoing guidance, the Acting Chairman IHC proposes the following work program. All projects are directly responsive to DCI Objectives and Milestones.

a. Inventory of Community Information Handling Systems (CIHS)

(1) Task. To prepare and maintain an update of the 1972 IHC community inventory of (a) data systems and substantive files, (b) related applications methodologies, and (c) telecommunications systems.

(2) Rationale. Requested by [ ] SA/DCI and needed as a factual basis for further studies (e.g., see next paragraph).

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b. Sharing Community Responsibility for Data Bases

(1) Task. To prepare studies and recommendations for USIB approval for coordinated community action in which member agencies, as a service of common concern, accept responsibility for the production and maintenance on a timely basis of selected major files that are of continuing interest to community intelligence production analysts.

(2) Rationale. Responsive to PFIAB suggestions to DCI. Contributes to improvement in content, format and timeliness of files of community interest. Focuses responsibility for quality.

c. Community Data Standards

(1) Task. To report to DCI and USIB on where the intelligence community stands today in implementing standards for data organization and transmission, and to propose a plan for future coordinated action by community agencies.

(2) Rationale. As the automated transmission of intelligence information increases, sizeable costs will be incurred by agencies that have not evaluated their in-and-out data flow in order to take advantage of community standardization where practicable. Potential cost avoidance, through cooperative efforts to improve standards, is estimated at several millions of dollars. Agencies disseminating information and agencies receiving information are equally impacted. Involves future forms of data delivery to analysts.

d. Community Computer Terminal Study

(1) Task. To prepare studies and recommendations for USIB approval for coordinated development of computer terminal programs for the Community, with particular emphasis on the use of terminals to exchange crisis management information and to perform indications and warning functions.

(2) Rationale. D/DCI/IC and DIRNSA have called DCI attention to the problem of proliferating intelligence presentation systems using computer terminals for data display. Further growth of specialized systems, in the absence of community guidance on the coordination of community capabilities, can handicap rather than aid analysts and users, and can be unnecessarily expensive.

e. Community Telecommunications and the "National Nervous System"

(1) Task (a). Support [ ] IC/PRD, by collecting through IHC data for study of the "national nervous system", in order to analyze the content of the information flow through communications networks.

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(2) Task (b). Examine the completeness of planning for community networking of information systems and data flow: -- to serve Production analysts and users; and to provide a capability to the DCI to coordinate community intelligence presentations to users, particularly in crisis management.

(3) Rationale. In response to NSDM 242, a JCS committee (including DCI/IC Staff) is now preparing terms of reference calling for a detailed report on interagency communications networks to serve crisis management. The JCS "strawman" proposal notes that IHC can contribute to that effort. The JCS study excludes identification of the content of information flow, and [ ] effort is intended to fill that gap. Independent of NSDM 242, there is a question as to whether the DCI will have adequate capability to present rapidly to high level users intelligence products of high interest.

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f. Conferenced Text Editing (CONTEXT)

(1) Task. To provide continuing technical assistance to [ ] IC/PRD, to establish a community operational capability for conferenced text editing using computer terminals.

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(2) Rationale. IHC and its Support Staff are the technical support mechanism for [ ] projects. CONTEXT will serve a variety of community applications for analysts, including the coordination of finished intelligence products and the analysts' net concept [ ]

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g. Methodology Transfers from ARPA Network for Intelligence Analysts

(1) Task. To provide a forum and marshal orderly community participation for the identification of substantive interests of community production analysts in the software capabilities of the ARPA network. To assist the Project Director to carry out the operating plan for examining ARPA data bases and software methodologies, where ARPA developments can contribute to improved intelligence analysis capabilities.

(2) Rationale. Several intelligence agencies have expressed interest in exploring the data bases and applications software packages that are available via the ARPA computer network. IHC and IC Staff Product Review Division are identifying interested components in CIA and other agencies. Policy discussions are now underway with ARPA on a range of mutual interests, of which this project is one.

h. Community TV Requirements

(1) Task. To identify present and planned uses of TV by the intelligence community, including the presentation of current intelligence "news" analyses, and the communication of near real time information among intelligence managers.

(2) Rationale. This capability was suggested by the DCI in discussion with Director OMB on 17 April 74 (DCI/IC 74-1006). IHC conducted in 1973 a "Community Secure TV Test", at the conclusion of which participating agencies, including JCS, recommended that IHC sponsor further work and continue as a community focal point in exploration of the needs for and characteristics of such a community capability.

i. Other IHC Activities. The IHC work program should allow for the capability to address the following matters:

(1) Ad hoc support to  SA/DCI.

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(2) Response to issues raised by IHC member agencies,  
where community interest and impact are evident.

(3) Continuing working liaison with the Information Science Center, CIA Office of Training, on matters concerning information science education and training.

(4) Monitor R&D Council on information science matters.

(5) Support IC Staff components in aspects of their Milestone projects involving information handling, communications, and intelligence product presentation.

C. DISCUSSION

1. The immediate problem addressed by this staff study is the unwillingness to date of CIA to designate a member and alternate(s) to participate actively in the IHC.

25X1 a. [ ] SA/DCI, made informal inquiries a few days ago.  
25X1 He got a negative response from Dr. Proctor. [ ] has sug-  
25X1 gested that I contact [ ] who may be more persuadable,  
[ ] as the IHC member, but this was referred to [ ]  
who rejected the request.

b. Effectiveness of the IHC to carry out a useful work program with any resemblance to that outlined herein depends critically on CIA cooperation and real participation in a series of projects. Symbolic participation by CIA will be inadequate, and will cause other member agencies to lose confidence in the DCI's seriousness to address this kind of community problems.

c. It appears that what is now necessary is a firm and unmistakable statement from the DCI to the CIA Deputies that CIA is to participate. I submit that we should not be placed in the position of having to cajole and plead on a case by case basis for CIA participation.

d. The approach now to CIA to resolve this issue should be through command channels, rather than by informal negotiation that Dr. Martin or I might undertake. That appears to be more likely to result in an answer than will be binding and authoritative.

e. If the answer is "Yes," we can go to work. If the answer is "No," I will recommend that the IHC be disbanded officially and a report to that effect made, as required, to the USIB.

2. This staff study proposes a series of projects, all of which respond to the 8 May 74 draft of DCI Objectives and Milestones.

a. Approval by D/DCI/IC of an IHC work program will be needed, but for the purpose of addressing the CIA participation issue, it is not necessary that D/DCI/IC agree with precisely the program presented here.

b. What is needed now is agreement by D/DCI/IC that a program generally along the lines presented here will be supported by him and that such a program cannot be accomplished without CIA participation. Approval of a work program along these lines will demonstrate that the IHC is charged to address substantive, production-oriented problems.

3. As a further demonstration of the future orientation for IHC, the following guidelines are proposed.

a. IHC undertakings will be directed specifically toward improvements in the analysis, production, presentation and use of intelligence. The exploration of technical subjects -- computer and communications capabilities -- will be guided by this primary production-oriented purpose, which those technical fields support.

b. IHC is a community forum and focal point. Its work outputs should reflect the overall community significance of its investigations.

c. Major IHC projects will be undertaken with prior approval of D/DCI/IC and [ ] SA/DCI, in order to validate their focus and importance.

4. My views on the source of the CIA members in IHC are as follows:

a. The principal member should, preferably, be from DDS&T. That directorate deals both with Collection/Processing and with Production. It deals with on-coming systems, that pose computer and communications problems. Its management may be more receptive.

b. The alternate member could come from DDI.

c. Because of the fragmentation of CIA among directorates, it would be advantageous -- if feasible -- that another alternate member be available to provide entrees to the technical activities of OJCS and OC.

5. CIA members in IHC have a two-fold role:

a. To participate in the formulation of problem statements and the conclusions and recommendations of IHC studies.

b. To arrange for CIA working level participation, as required for IHC studies, monitoring it to assure its effectiveness.

6. Two IHC projects are presently handicapped because of lack of CIA participation.

a. Data Standards. All agencies except CIA have nominated participants. DIRNSA's agreement to provide an experienced, senior chairman for the IHC Standards Panel is at Attachment 2.

b. Community Inventory. A data call that will require CIA inputs is now being prepared. [ ] s requested the completion of this inventory as a priority matter.



C O N F I D E N T I A L

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D. CONCLUSIONS AND RECOMMENDATIONS

1. The IHC work program and guidelines presented herein should be approved in principle by D/DCI/IC, in order to serve now as a tangible basis for demonstration to CIA and DCI that this work program is substantively oriented toward support of producers and users of intelligence.

2. Upon acceptance by the DCI of his Objectives and Milestones for FY-75, the IHC work program should be modified, if necessary, and resubmitted to D/DCI/IC for specific approval. Based thereon, a Letter of Instruction can be directed by D/DCI/IC to Acting Chairman IHC.

3. Without further delay, appropriate official action should be taken to cause CIA to nominate a member and one or two alternate members for the IHC. These individuals should be instructed to participate on a continuing and constructive basis, and to take further necessary steps to mobilize CIA working level support to IHC approved projects as required.

4. If continuing, constructive CIA participation cannot be achieved, the IHC should be disbanded. That course of action will require a statement to USIB members.

Atts (2)



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Acting Chairman  
Intelligence Information Handling Committee

Attachment 1  
Approved For Release 2004/05/12 : CIA-RDP80M01082A000200010018-4 Study  
INTELLIGENCE INFORMATION HANDLING COMMITTEE  
of the  
UNITED STATES INTELLIGENCE BOARD

Office of the Chairman

IHC-MM-7/74

3 May 1974

STAT  
SUBJECT: Summary of Comments by Mr. Colby (DCI)  
and [redacted] (SA/DCI) at IHC Meeting,  
24 April 1974

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Attached is a summary of the comments of Mr. Colby and  
[redacted] based on notes taken by attendees at the IHC  
meeting on 24 April 1974.

I thought you would be interested to receive these  
comments in advance of the official minutes of that meeting.  
These remarks are not classified, and I see no reason why  
you should not make whatever further distribution you desire.

[redacted]  
Acting Chairman

Att

STAT

Summary of Comments by Mr. Colby (DCI)  
and [redacted] (SA/DCI) at IHC Meeting  
24 April 1974

1. Mr. Colby made the opening comments, lending his support to the reactivation of the IHC. He said that information handling technology will no doubt continue to develop at least as rapidly during the 1970's as during the 1960's. Thus, the future impact of information processing capabilities on how the intelligence community does its business and the degree of success it achieves will be very great. He went on to say that, although in the past decade the Collection function has tended to dominate the intelligence process, in the next decade the Processing and Production functions may well dominate. Mr. Colby noted that an information explosion has already taken place, but now we are on the verge of a technology explosion which will lead to new methods of analysis and forecasting and to new ways of rapid coordination and more effective presentation of information. He said intelligence should lead in putting advancing information technology at the service of users. He cautioned that the human aspects of the changes which take place must be considered and provided for. He informed the Committee that he has asked [redacted] to concentrate on new ways to package and present information in order to increase its effectiveness with the users. He urged the Committee to see that systems are designed for the people who will use them and that people be trained to use them.

2. [redacted] SA/DCI outlined his area of concern and his progress to date, noting that he is just getting started in his new assignment for the DCI. He is investigating new ways of presenting intelligence information within the community and, therefore, he is interested in the nature of user needs; the form, format and style of information; hardware and software aids in handling information; and new methodologies of intelligence production. He told the Committee he has made an initial survey of DoD, State, the White House Situation Room, CIA, etc. during the past month covering:

--Community information handling systems which supply facts to the analysts.  
("Mr. Colby wants alternatives to ink on paper.");

--New methodologies for analysts; and

--New ways to present information.

He said he has prepared a list of some 15 problems (e.g., Indications and Warning, Crisis Situations, Military Economic Intelligence, etc.) and another list of some 25 methodologies of analysis (e.g., Delphi, Regression Analysis, Linear Programming, Matrix Analysis, etc.). He intends, he said, to try to demonstrate the usefulness of new methods for intelligence analysis and presentation. He indicated that he needs as input to his efforts the update of the IHC Inventory of Systems, identified in the IHC meeting agenda. He said this Inventory will serve, also, to define candidate systems for eventual networking. He expects to discover latent capabilities and demonstrate their usefulness for use by analysts and decision makers. A paper he is writing for the DCI will contain his findings to date, and copies will be provided IHC members if the DCI approves this approach.

Prepared by: IHC Support Staff  
3 May 1974

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